



**2025**  
**CANADIAN**  
**NONPROFIT**

**2025 Canadian Nonprofit Sector**  
**Salary & Benefits Study**

**Highlights Webinar**



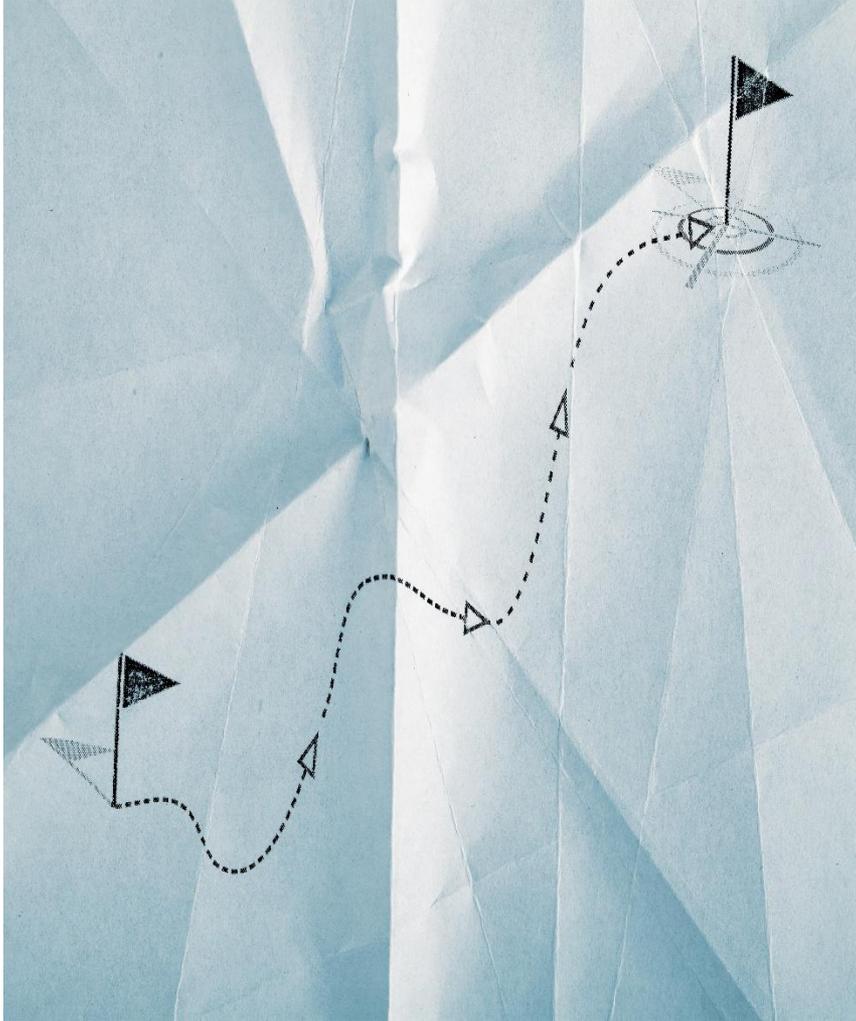
October 16, 2025

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10th Edition



# Today's Agenda



About The Portage Group

Study Overview

Who Participated?

Study Highlights

How to Use the Compensation Benchmarks

Making the Case in 2026!

Q & A

# About The Portage Group

- Full-service management consulting company focused on the not-for-profit sector.
- Core Services:



**Market Research**



**Strategy and  
Organizaton Design**



**Leadership  
and Search**

- Extensive experience conducting compensation studies.

# About the Presenters

## Geoffrey Thacker, Executive Partner

- Senior consulting roles with Association Resource Centre and co-founder of The Portage Group
- Leads TPG's research practice.
- Over 25 years experience leading, designing and conducting market research – the last 20 years have been focused on associations and nonprofits
- Has led over 40 compensation studies in the nonprofit sector including all ten of CharityVillage's studies
- Served in a management role in PricewaterhouseCoopers' Measurement & Market Research practice



## Jack Shand, Practice Lead, Executive Search

- Senior consulting roles with Association Resource Centre, Leader Quest and, since 2014, The Portage Group
- Practice focus includes executive search & leadership consulting for many types of NFPs – associations, charities, regulators, unions, etc.
- Fellow of the management consulting profession (FCMC)
- CEO of three national organizations in the NFP sector prior to consulting
- Volunteer roles have included management education (university committee chair), health charity (national fundraising chair), to community level NFPs (board director)



# Study Overview

- 963 not-for-profit organizations participated in March 2025
- Total of 4,599 staff position profiles in six levels:
  - 669 - Level 1: Chief Executive
  - 319 - Level 2: Senior Executive
  - 677 - Level 3: Senior Management
  - 891 - Level 4: Management/Supervisory Staff
  - 1,440 - Level 5: Functional & Program Staff
  - 603 - Level 6: Support Staff
- Total of 12,121 individual staff represented
- Study covers both compensation and benefits

# Study Limitations

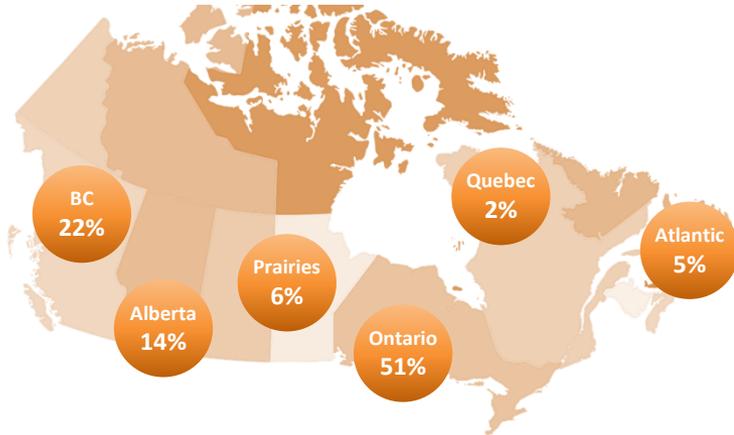
Compensation figures are as of March 2025.

Results are based on survey responses and are only as accurate as the data provided by survey participants.

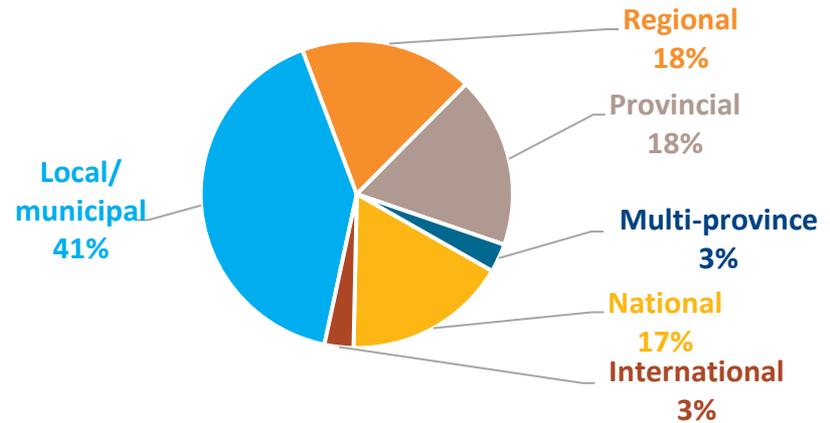
Survey was not random. Accordingly, it may or may not be an accurate representation of the total of the nonprofit sector in Canada.

Interpret smaller segment data with caution due to small sample sizes.

# Who Participated?

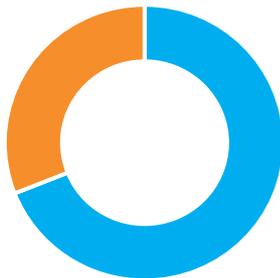


## Jurisdiction



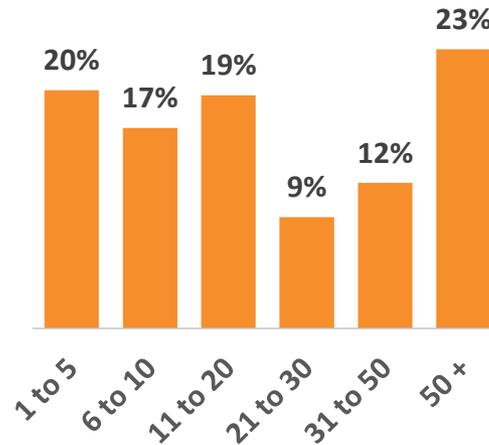
## Organization Type

Other Nonprofit  
31%

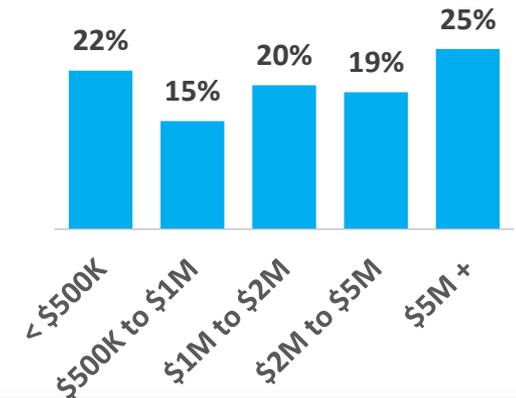


Registered Charity  
69%

## Number of Staff



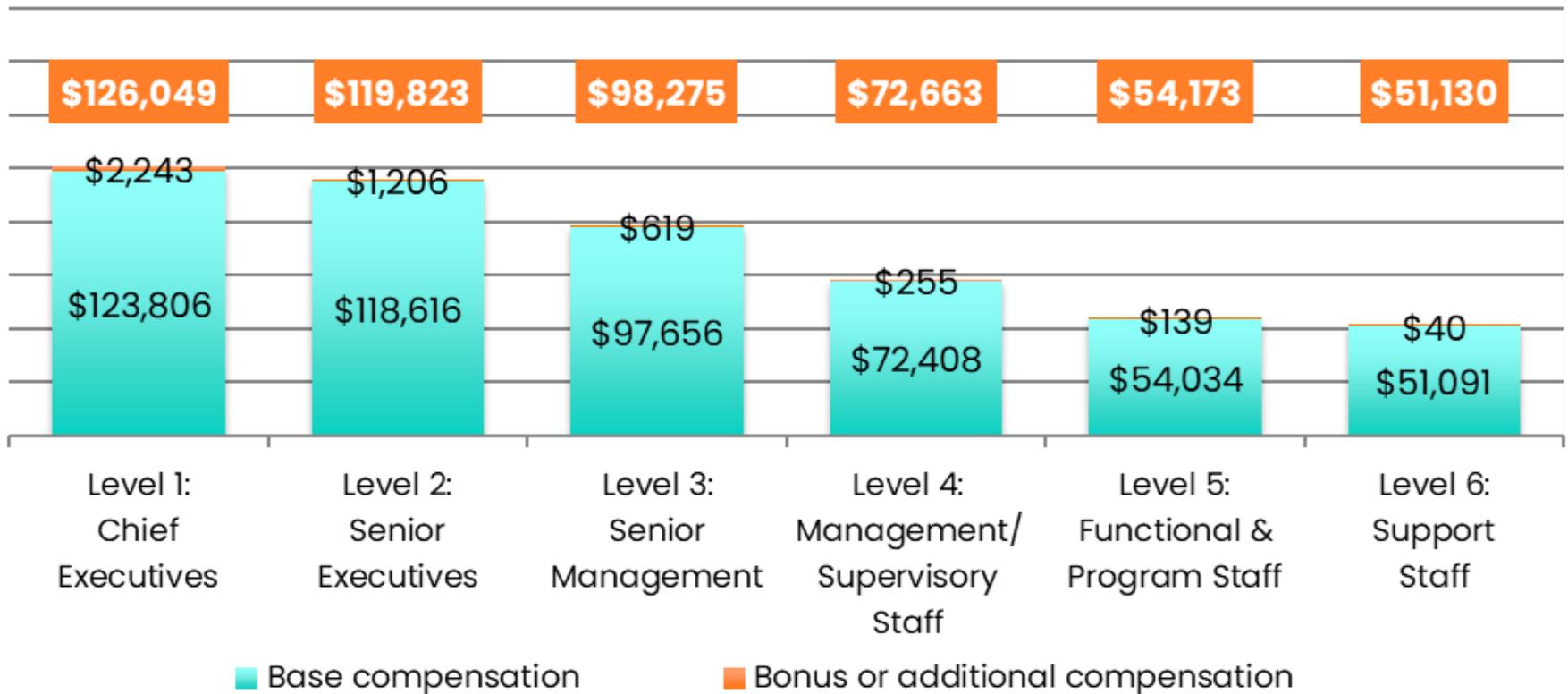
## Budget



# Study Highlights

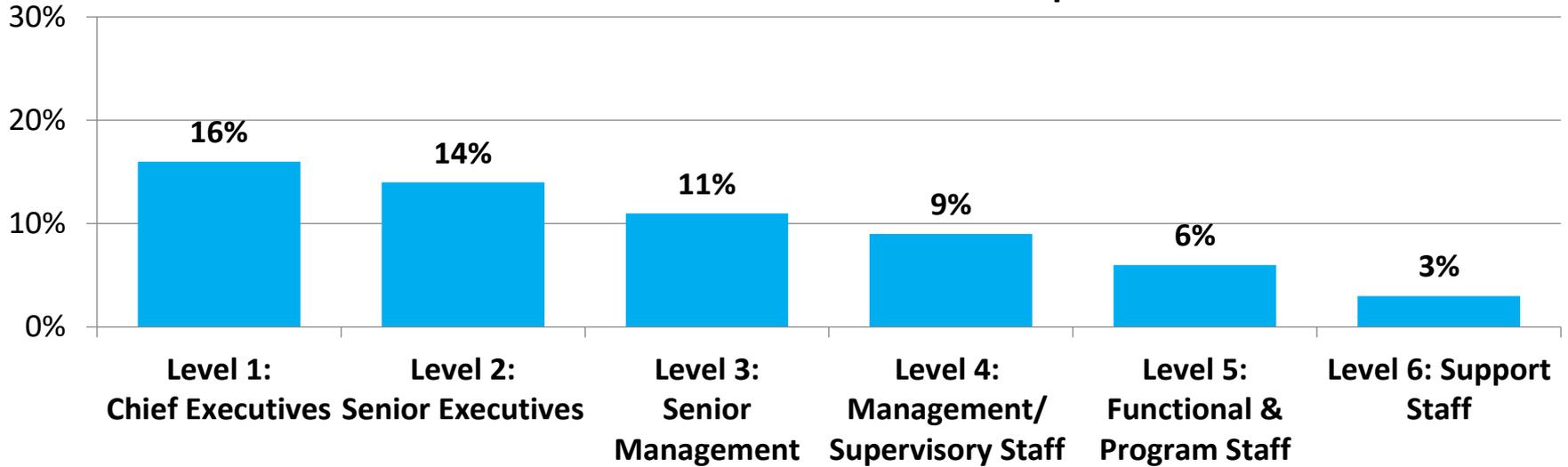


# Cash Compensation by Level



# Bonus Compensation by Level

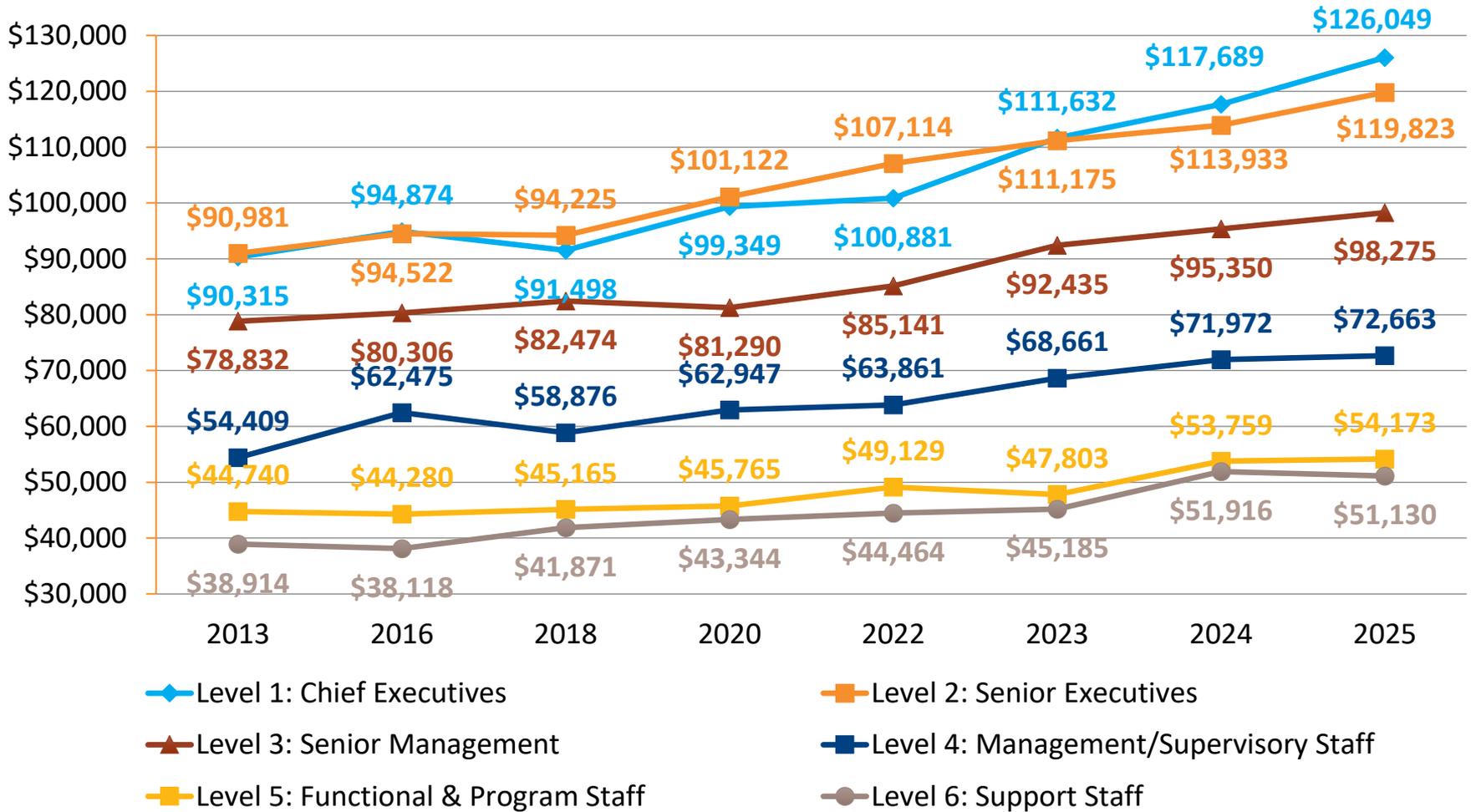
Percent of Staff Who Received Bonus Compensation



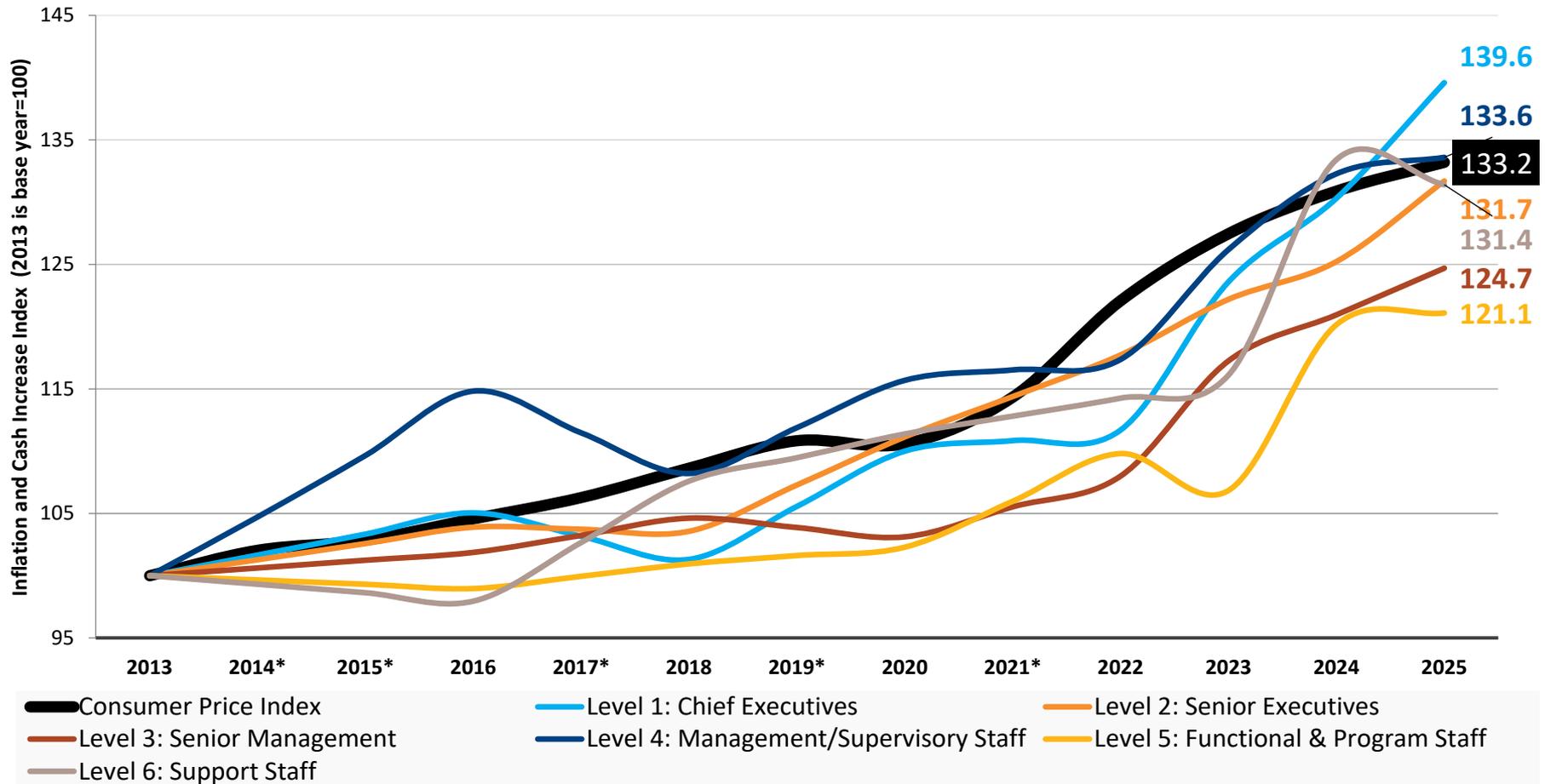
## Average Amount of Bonus Cash Compensation (% of base compensation)

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among all staff	1.1%	0.8%	0.6%	0.3%	0.2%	0.1%
Among those who receive bonus pay	7.3%	5.8%	5.0%	3.3%	2.6%	2.3%

# Change in Cash Compensation by Level 2013 to 2025



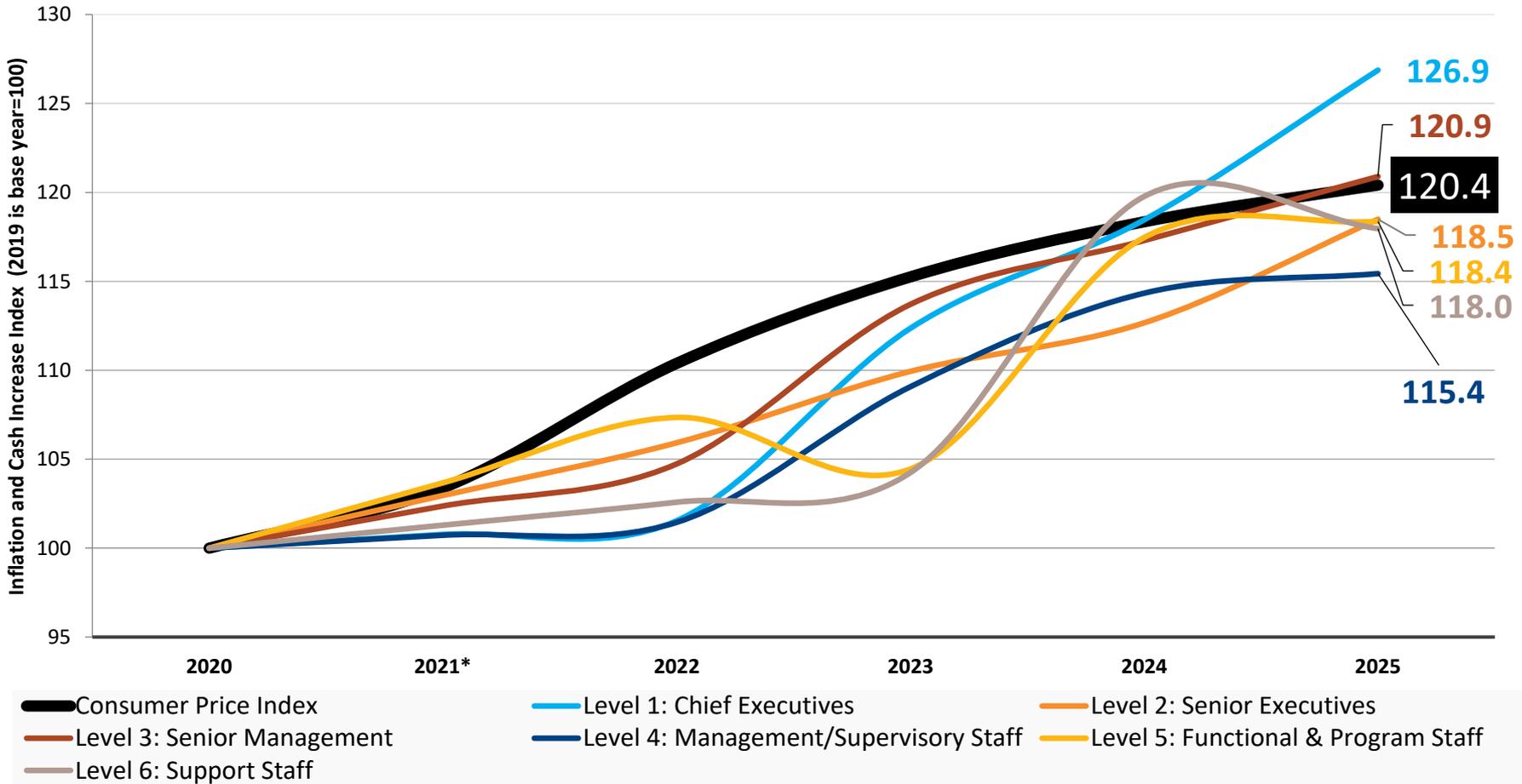
# How Do Pay Increases Stack Up Over Time



Note: Base is April 2013.

\*No study in these years, increases were estimated based on the annual growth rate between studies.

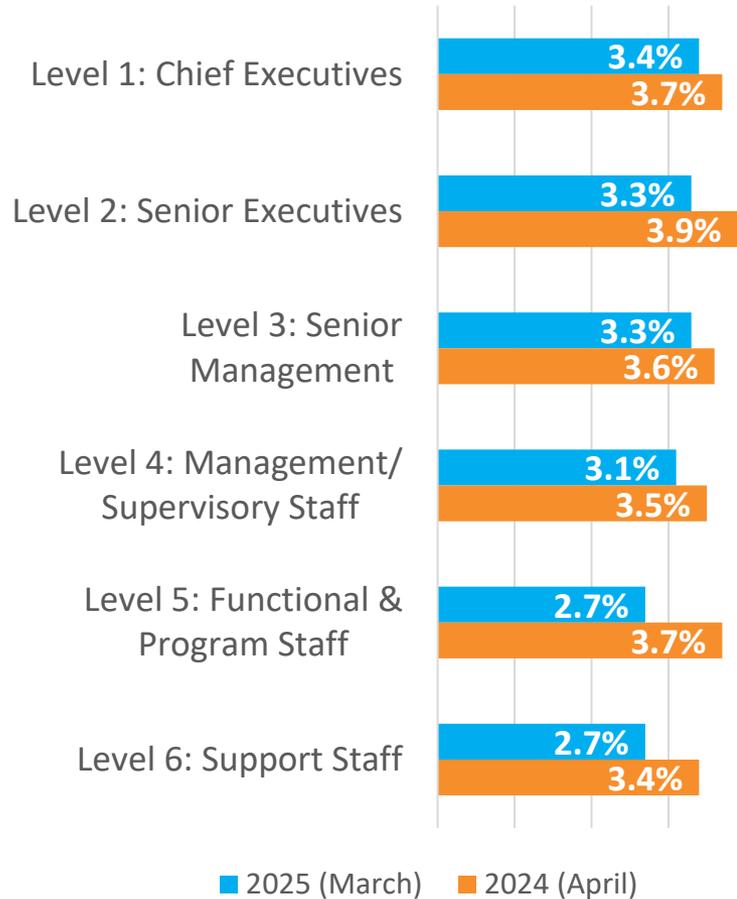
# Salaries and Wages vs. Inflation Since Pandemic (past 5 years)



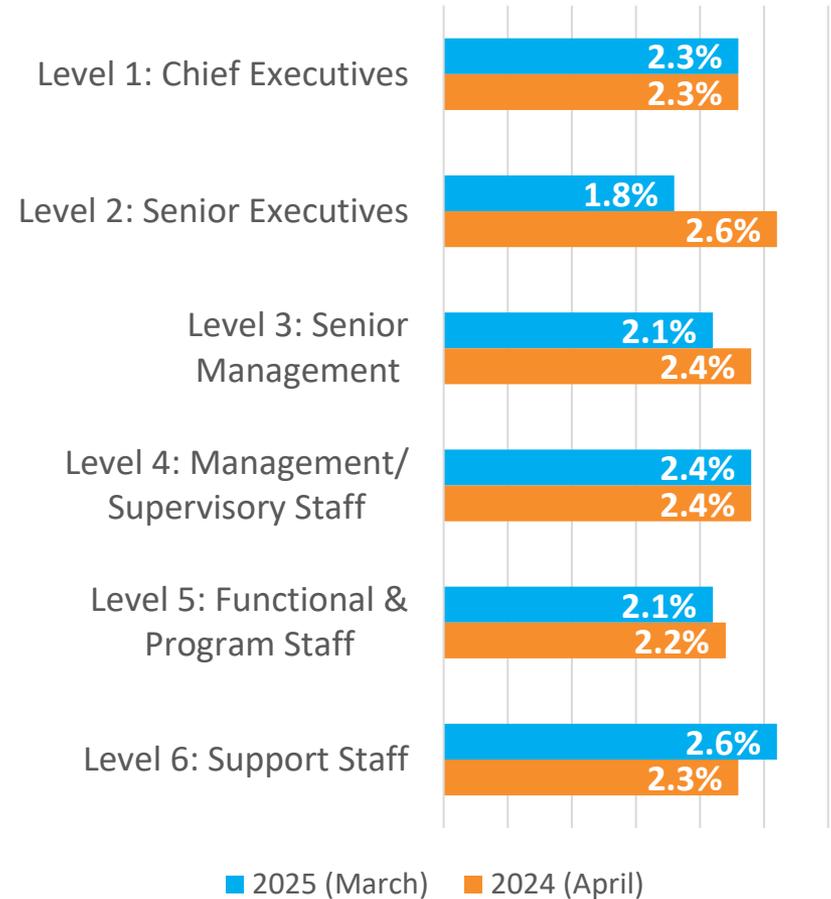
Note: Base is April 2020.  
 \*No study in these years, increases were estimated based on the annual growth rate between studies.

# Average Change in Compensation

## Past 12 Months



## Expected in Next 12 Months



# How to Use the Benchmarks

## 2025 CANADIAN NONPROFIT SECTOR SALARY & BENEFITS REPORT

10th Edition



# How to Use the Benchmarks

## Step 1: Establish the Position Profile

### Organization Characteristics

**Organization Type =  
Registered Charity**

**Location = GTA**

**Jurisdiction = Local**

**Budget = \$750,000**

**Number of Staff = 4**

**Affiliation = None**

### Personal Characteristics

**Position = Chief Executive**

**Status = Full-time**

**Experience in discipline = 14  
years**

**Education = Bachelor's degree**

**Remote Work Status = Hybrid**

# How to Use the Benchmarks

## Step 2: Identify Your Benchmark Categories – Organization Type

Organization Type: Registered Charity

Region: GTA

Jurisdiction: Local

Budget: \$500,001 to \$1 million

Number of Staff: 1 to 5

Affiliation: None

Position: Chief Executive

Status: Full-time

Experience in discipline: 10.1 to 15 years

Education: Undergraduate Degree

Remote Work Status: Hybrid

### LEVEL 1 – CHIEF EXECUTIVE COMPENSATION: REGISTERED CHARITIES

	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
<b>Total</b>	\$81.78	\$120,587	\$1,872	\$122,459	1.0	4.6	456	456
<b>EMPLOYMENT STATUS</b>								
Full-Time	\$83.09	\$123,227	\$1,954	\$125,181	1.0	4.8	408	408
Permanent Part-Time								
Casual Part-Time/Contract					N/A			
<b>REGION</b>								
British Columbia					N/A			
Alberta								
Greater Toronto Area	\$80.58	\$155,801	\$4,542	\$160,342	2.2	4.9	75	75
Ottawa								
Rest of Ontario					N/A			
Rest of Canada								
<b>JURISDICTION</b>								
Local/Municipal	\$58.35	\$113,409	\$1,413	\$114,822	0.9	4.5	189	189
Regional Within Province								
Provincial								
National					N/A			
International								
<b>AFFILIATION STATUS</b>								
Affiliated					N/A			
Stand-alone	\$81.05	\$119,341	\$1,573	\$120,914	0.8	4.6	384	384
<b>REVENUE</b>								
\$500,000 or Less					N/A			
\$500,001 to \$1M	\$48.77	\$96,357	\$692	\$97,049	0.6	4.2	80	80
\$1M to \$2M								
\$2M to \$5M					N/A			
More Than \$5M								
<b>NUMBER OF EMPLOYEES</b>								
1 to 5	\$43.98	\$86,157	\$1,224	\$87,382	0.6	3.4	87	87
6 to 10								
11 to 20								
21 to 50					N/A			
More Than 50								
<b>AGE</b>								
Under 25								
26 to 35								
36 to 45					N/A			
46 to 55								
56 to 65								
66 or Older								
<b>EXPERIENCE IN CURRENT DISCIPLINE</b>								
5 years or less					N/A			
5.1 years to 10 years								
10.1 years to 15 years	\$57.48	\$112,871	\$1,335	\$114,206	0.9	4.5	59	59
15.1 years to 20 years								
More than 20 years					N/A			
<b>EDUCATION</b>								
High School Grad or Less					N/A			
Undergrad Degree/College	\$58.31	\$109,994	\$1,197	\$111,191	0.9	4.5	206	206
Graduate Degree					N/A			
<b>REMOTE WORK STATUS</b>								
Fully in office					N/A			
Fully remote								
Hybrid	\$86.55	\$129,120	\$2,114	\$131,234	1.2	4.7	226	226

# How to Use the Benchmarks

## Step 2: Identify Your Benchmark Categories - Region

Region: GTA

Organization Type: Registered Charity

Jurisdiction: Local

Budget: \$500,001 to \$1 million

Number of Staff: 1 to 5

Affiliation: None

Position: Chief Executive

Status: Full-time

Experience in discipline: 10.1 to 15 years

Education: Undergraduate Degree

Remote Work Status: Hybrid

### LEVEL 1 – CHIEF EXECUTIVE COMPENSATION: GREATER TORONTO AREA

	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
<b>Total</b>	\$80.12	\$154,711	\$4,919	\$159,631	2.2	4.8	115	115
<b>EMPLOYMENT STATUS</b>								
Full-Time	\$82.92	\$180,148	\$5,250	\$185,398	2.3	5.0	107	107
Permanent Part-Time								
Casual Part-Time/Contract					N/A			
<b>TYPE OF NONPROFIT</b>								
Registered Charities	\$80.58	\$155,801	\$4,542	\$160,342	2.2	4.9	75	75
Other Nonprofits					N/A			
<b>JURISDICTION</b>								
Local/Municipal	\$76.32	\$146,998	\$4,143	\$151,142	2.5	4.6	51	51
Regional Within Province								
Provincial					N/A			
National								
International								
<b>AFFILIATION STATUS</b>								
Affiliated					N/A			
Stand-alone	\$78.87	\$152,544	\$4,766	\$157,310	2.0	4.9	92	92
<b>REVENUE</b>								
\$500,000 or Less					N/A			
\$500,001 to \$1M	\$57.63	\$111,381	\$1,607	\$112,988	1.4	4.1	14	14
\$1M to \$2M								
\$2M to \$5M					N/A			
More Than \$5M								
<b>NUMBER OF EMPLOYEES</b>								
1 to 5	\$54.81	\$107,100	\$3,126	\$110,226	2.2	3.7	18	18
6 to 10								
11 to 20								
21 to 50					N/A			
More Than 50								
<b>AGE</b>								
Under 25								
26 to 35								
36 to 45								
46 to 55					N/A			
56 to 65								
66 or Older								
<b>EXPERIENCE IN CURRENT DISCIPLINE</b>								
5 years or less					N/A			
5.1 years to 10 years								
10.1 years to 15 years	\$81.13	\$158,550	\$5,150	\$163,700	2.6	4.7	10	10
15.1 years to 20 years					N/A			
More than 20 years								
<b>EDUCATION</b>								
High School Grad or Less					N/A			
Undergrad Degree/College Graduate Degree	\$69.93	\$134,942	\$3,257	\$138,200	2.1	5.4	34	34
Graduate Degree					N/A			
<b>REMOTE WORK STATUS</b>								
Fully in office					N/A			
Fully remote								
Hybrid	\$85.18	\$163,962	\$4,958	\$168,920	1.9	5.0	83	83

# How to Use the Benchmarks

## Step 3: Summarize Your Benchmarks

### Registered Charity Benchmarks

	Base Salary	Bonus	Total Cash	Avg. Bonus %	N
<b>2025 Total Registered Charity</b>	\$120,587	\$1,872	\$122,459	1	456
<b>GTA</b>	\$155,801	\$4,542	\$160,342	2.2	75
<b>Local</b>	\$113,409	\$1,413	\$114,822	0.9	189
<b>Stand-alone</b>	\$119,341	\$1,573	\$120,914	0.8	384
<b>\$500K to \$1M</b>	\$96,357	\$692	\$97,049	0.6	80
<b>1 to 5</b>	\$86,157	\$1,224	\$87,382	0.6	87
<b>10.1 years to 15 years</b>	\$112,871	\$1,335	\$114,206	0.9	59
<b>Undergraduate Degree</b>	\$109,994	\$1,197	\$111,191	0.9	206
<b>Hybrid</b>	\$129,120	\$2,114	\$131,234	1.2	226

### GTA Benchmarks

	Base Salary	Bonus	Total Cash	Avg. Bonus %	N
<b>2025 GTA</b>	\$154,711	\$4,919	\$159,631	2.2	115
<b>Registered Charities</b>	\$155,801	\$4,542	\$160,342	2.2	75
<b>Local</b>	\$146,998	\$4,143	\$151,142	2.5	51
<b>Stand-alone</b>	\$152,544	\$4,766	\$157,310	2	92
<b>\$500K to \$1M</b>	\$111,381	\$1,607	\$112,988	1.4	14
<b>1 to 5</b>	\$107,100	\$3,126	\$110,226	2.2	18
<b>10.1 years to 15 years</b>	\$158,550	\$5,150	\$163,700	2.6	10
<b>Undergraduate Degree</b>	\$134,942	\$3,257	\$138,200	2.1	34
<b>Hybrid</b>	\$163,962	\$4,958	\$168,920	1.9	83

# How to Use the Benchmarks

## Step 4: Consider Quartiles and Choose Data Points

### Registered Charity Benchmarks

	Base Salary	Bonus	Total Cash	Avg. Bonus %	N
<b>2025 Total Registered Charity</b>	\$120,587	\$1,872	\$122,459	1	456
<b>GTA</b>	\$155,801	\$4,542	\$160,342	2.2	75
<b>Local</b>	\$113,409	\$1,413	\$114,822	0.9	189
<b>Stand-alone</b>	\$119,341	\$1,573	\$120,914	0.8	384
<b>\$500K to \$1M</b>	\$96,357	\$692	\$97,049	0.6	80
<b>1 to 5</b>	\$86,157	\$1,224	\$87,382	0.6	87
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<b>Undergraduate Degree</b>	\$109,994	\$1,197	\$111,191	0.9	206
<b>Hybrid</b>	\$129,120	\$2,114	\$131,234	1.2	226

1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile	95 <sup>th</sup> Percentile
< \$85,000	\$85,000 to \$110,000	\$110,000 to \$145,500	\$145,500 +	\$232,000

# How to Use the Benchmarks

## Step 4: Consider Quartiles and Choose Data Points

### GTA Benchmarks

	Base Salary	Bonus	Total Cash	Avg. Bonus %	N
<b>2025 GTA</b>	\$154,711	\$4,919	\$159,631	2.2	115
<b>Registered Charities</b>	\$155,801	\$4,542	\$160,342	2.2	75
<b>Local</b>	\$146,998	\$4,143	\$151,142	2.5	51
<b>Stand-alone</b>	\$152,544	\$4,766	\$157,310	2	92
<b>\$500K to \$1M</b>	\$111,381	\$1,607	\$112,988	1.4	14
<b>1 to 5</b>	\$107,100	\$3,126	\$110,226	2.2	18
<b>10.1 years to 15 years</b>	\$158,550	\$5,150	\$163,700	2.6	10
<b>Undergraduate Degree</b>	\$134,942	\$3,257	\$138,200	2.1	34
<b>Hybrid</b>	\$163,962	\$4,958	\$168,920	1.9	83

1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile	95 <sup>th</sup> Percentile
< \$100,000	\$100,000 to \$144,000	\$144,000 to \$203,500	\$203,500 +	\$317,900

# How to Use the Benchmarks

## Step 5: Set Range

There is no one correct approach.

The report data is a guideline only.

You should consider other factors such as the cost to replace staff and the current labour market.

The greatest weight should be given to the closest or most relevant comparables.

# How to Use the Benchmarks

## Step 5: Set Range

■ **Common Approach 1:** Select High and Low

- High = Hybrid (GTA): \$168,920
- Low = 1 to 5 staff (charity) - \$87,382

■ Range would be \$87,400 to \$168,900

■ Mid point is \$128,151  
 (( $\$87,382 + \$168,920$ )/2)

Alternate Approach (*drop high and low*)  
 Range: \$97,000 to \$160,300  
 Mid point: \$128,700

### Registered Charity Benchmarks

	Total Cash
2025 Total Registered Charity	\$122,459
GTA	\$160,342
Local	\$114,822
Stand-alone	\$120,914
\$500K to \$1M	\$97,049
1 to 5	<del>\$87,382</del>
Hybrid	\$131,234

← ALT. HIGH

← ALT. LOW

← LOW

### GTA Benchmarks

	Total Cash
2025 GTA	\$159,631
Registered Charities	\$160,342
Local	\$151,142
Stand-alone	\$157,310
\$500K to \$1M	\$112,988
1 to 5	\$110,226
Hybrid	<del>\$168,920</del>

← ALT. HIGH

← HIGH

# How to Use the Benchmarks

## Step 5: Set Range

### Common Approach 2: Benchmark Average $\pm X\%$

- Assume desired range variance is 10%
- Average of benchmarks is \$132,500 (rounded)
- Desired variance is  $\pm \$13,250$  ( $\$132,500 \times 10\%$ , rounded)
- Upper Limit = \$145,750 ( $\$132,500 + \$13,250$ )
- Lower Limit = \$119,250 ( $\$132,500 - \$13,250$ )

Range would be \$119,750 to \$145,750

Mid point is \$132,500

*Avg. \$132,483*

### Registered Charity Benchmarks

	Total Cash
<b>2025 Total Registered Charity</b>	\$122,459
<b>GTA</b>	\$160,342
<b>Local</b>	\$114,822
<b>Stand-alone</b>	\$120,914
<b>\$500K to \$1M</b>	\$97,049
<b>1 to 5</b>	\$87,382
<b>Hybrid</b>	\$131,234

### GTA Benchmarks

	Total Cash
<b>2025 GTA</b>	\$159,631
<b>Registered Charities</b>	\$160,342
<b>Local</b>	\$151,142
<b>Stand-alone</b>	\$157,310
<b>\$500K to \$1M</b>	\$112,988
<b>1 to 5</b>	\$110,226
<b>Hybrid</b>	\$168,920

# How to Use the Benchmarks

## Step 5: Set Range

*Avg. Reg. Charity \$119,172*

■ **Common Approach 3:** Average of Category Averages  $\pm X\%$

- Assume desired range variance is 10%
- Average of category benchmarks is \$132,500 (rounded  $[(\$119,172 + \$145,794) / 2]$ )
- Variance is  $\pm \$13,250$  ( $\$132,500 \times 10\%$ )
- Upper Limit = \$145,750 ( $\$132,500 + \$13,250$ )
- Lower Limit = \$119,250 ( $\$132,500 - \$13,250$ )

■ Range would be \$119,250 to \$145,750

■ Mid point is \$132,500

*Average of Category Benchmark \$132,483*

*Avg. GTA \$145,794*

### Registered Charity Benchmarks

	Total Cash
<b>2025 Total Registered Charity</b>	\$122,459
<b>GTA</b>	\$160,342
Local	\$114,822
Stand-alone	\$120,914
\$500K to \$1M	\$97,049
1 to 5	\$87,382
Hybrid	\$131,234

### GTA Benchmarks

	Total Cash
<b>2025 GTA</b>	\$159,631
<b>Registered Charities</b>	\$160,342
Local	\$151,142
Stand-alone	\$157,310
\$500K to \$1M	\$112,988
1 to 5	\$110,226
Hybrid	\$168,920

# BUILDING THE CASE for 2026



# The Year Ahead



**“Outlooks for 2026 are defined by economic uncertainty, unprecedented geopolitical shifts, and disagreement about how organizations should prepare for change.”**

– The Conference Board of Canada

- **Key Question: Will people be more cautious in their discretionary spending and charities/NPOs affected?**

# More Uncertainty

## Implications of Uncertainty:

- Decisions involving significant cost commitments on hold (new or higher costs); projects suspended.
- Unemployment rate is now at 7.1% [September 2025] - up from 6.6% at the start of 2025. Deloitte predicts it will not go higher in 2026.
- *“More than 60% of employers anticipate facing either an economic downturn or fallout from Canada-US relations.”*  
(Conference Board of Canada)
- *“Even without big salary increases, employees are staying put.”*  
(WTW, Brittany Innes, director, Rewards Data Intelligence, as reported in HR Executive – July 2025)

# Trends | Factors Driving Uncertainty

- Unemployment
- Canada's major exports (e.g., vehicles) hardest hit by restrictive trade practices, creating hardship in some regions and communities – unemployment in Windsor is over 11% and it's 9% in Oshawa. Ontario is ≈7.8%. Alberta and NB also vulnerable due to exposure on energy exports.
- Sharp decline in salary increases in manufacturing due to tariffs (Normandin Beaudry)
- The job market is cooling: The number of job openings in Canada hit an eight-year low this summer, according to Statistics Canada
- **No realistic expectation of a change in attitude or approach (“America First”) in the US Administration**

# The Year Ahead - Inflation Picture

- Canada has seen inflation drop from 4% in August 2023 to approximately 2% today.
- The Bank of Canada predicts inflation will stay in the current range through 2026.
- Ontario Ministry of Finance, quoting private-sector forecasters, gives a range for 2026 inflation of 1.6 % to 2.5 %
- Bank forecasts are also in the 2% range (e.g., Scotiabank).
- Other estimates range from ~1.6 % to ~2.9 %) depending on assumptions about trade policy, geopolitical shocks, supply disruptions, etc. (2.9% at top end is IF tariffs intensify).



# Looking Ahead to 2026

- Economists expect **1.4% to 1.8% GDP growth in 2026** (with inflation hovering near 2%) — if no new global shocks occur.
- Canada is projected to record a GDP growth rate of 1.3 per cent in 2025 and slightly higher, **to 1.7 per cent, in 2026**, according to Deloitte, *provided* Canada maintains a key exemption from US tariffs.
- The US-Canada-Mexico trade agreement is scheduled for review in July 2026 (discussions likely well underway) – the outcome may well shape Canada’s future for many years to come.



# Take Away

Employers relying only on CPI will focus on compensation budget increases of approximately 2%.



# Employment Picture

- The unemployment rate has been trending higher.
- The current rate of unemployment is 7.1% but higher in regions most affected by tariffs (Ontario – 7.8%).
- The projected unemployment rate for 2026 ranges from 6.5% to 7.3%.
- Some economists suggest unemployment has peaked and will ease (e.g., RBC) and some feel it could go higher (e.g., OECD).
- The rate of employment in youth aged 15 to 24 fell to 53.6 per cent in July 2025 — the lowest since November 1998 (except for 2020 and 2021 when the COVID-19 pandemic was in full force). (StatsCan) – *The Hub (Graeme Gordon) October 1, 2025 and CBC News report (Courtney Dickson), August 15, 2025*

# Take Away

***“Young Canadians are graduating with more education, more debt, and fewer pathways.... youth unemployment is often the first visible crack ahead of a broader economic recession.”***

– Jamie Watt, Executive Chairman,  
Navigator





# What does this mean for your compensation planning in 2026?

# Scaling Back and Innovative Approaches!

“Given the ongoing economic climate and persistent trade uncertainties, results indicate that organizations are continuing to scale back their salary increase budgets for 2026.

Organizations hoping to set themselves apart may benefit from adopting innovative approaches to balancing monetary and non-monetary elements in their total rewards.”

Normandin Beaudry



# Trends in Compensation



## ■ Normandin Beaudry:

- 3.1% increase in the NFP sector
- 3.1% overall across all sectors/employers – Canadian average
- Slightly lower than 2025 (3.3% projected)
- Projected increases for 2026, by province/region, range from 2.7 to 3.2 (NWT low; Quebec high)

## ■ Telus:

- Average base-salary growth expected at 3.1% in 2026

# Trends in Compensation



## ■ Gallagher:

- Also shows a decline and similar predictions for 2026: drop to 3.1% average increase in 2026, down from 3.5% this year and 3.8% in 2024

## ■ Conference Board of Canada:

- 3.2% increase projected for 2026 for employers (slightly lower than 3.4% in 2025)
- Employment growth is projected at just 0.2% for the second half of 2025 and 0.3% in 2026

# The Year Ahead



- Average increase of approximately 3.1% is above the current inflation rate (2%) and inflation is always a good reference to guide budgeting.
- Anticipate increases in the 2.7 to 3.2% range.
- 'Wild cards' may include higher unemployment (fewer jobs), economic slowdown...this may affect some NFPs based on their sector and/or region.

# Making The Case for an Increase – Some Context

- “As employers navigate continued economic uncertainty, ongoing increases in labour costs and the changing needs and expectations of employees, they are positioning themselves for what is to come and making investments in their workforces that go beyond pay raises (e.g., career development),” says WTW’s Lori Wisper, managing director, Work & Rewards.
- “As the demand for workers wanes, the competition for jobs has become fierce.” – The Hub, Oct. 1, 2025

# Advice to Make the Case in 2026...



# 1. Set Career Goals & Look Beyond This Year

- It begins with having a plan to guide your career progression/advancement
- The plan is foundational: You'll know **what and when to negotiate**, and when it's time to *'move on to move up'*
- For most managers in the charitable/non-profit sector, this conversation about career path is part of the review process
- Discuss your career goals with people who can help to advance them, starting with your employer



## 2. Be Armed with the Research

### ■ Be informed:

- Use **credible** research (e.g., Charity Village study).
- Use facts to build your case; various sources publish compensation increases (e.g., Conference Board, etc.) and relevant sector data (e.g., The Portage Group).

### ■ Make a list of accomplishments where you've **added** value to the organization (preferably measurable and financial, e.g., improved or saved 'x' by 10%).

### ■ Remember: Employers need to assess *how to justify* paying you more – help them 'find' the money.



### 3. Know Your Market Worth



- Research and track compensation trends/practices.
- Watch job boards for comparable positions & their salary ranges.
- Speak to executive search firms/recruiters.
- Also understand where your organization sits in the marketplace:
  - Quartiles
  - Organizational characteristics
  - Culture

# 4. Be Realistic



- What is the state of your organization right now?
- What is happening within the sector or the population served by your organization?
- The board of directors likely wants to avoid losing outstanding performers, but they also won't want to impose higher fees, program costs, etc., if your stakeholders are facing 'belt-tightening'.

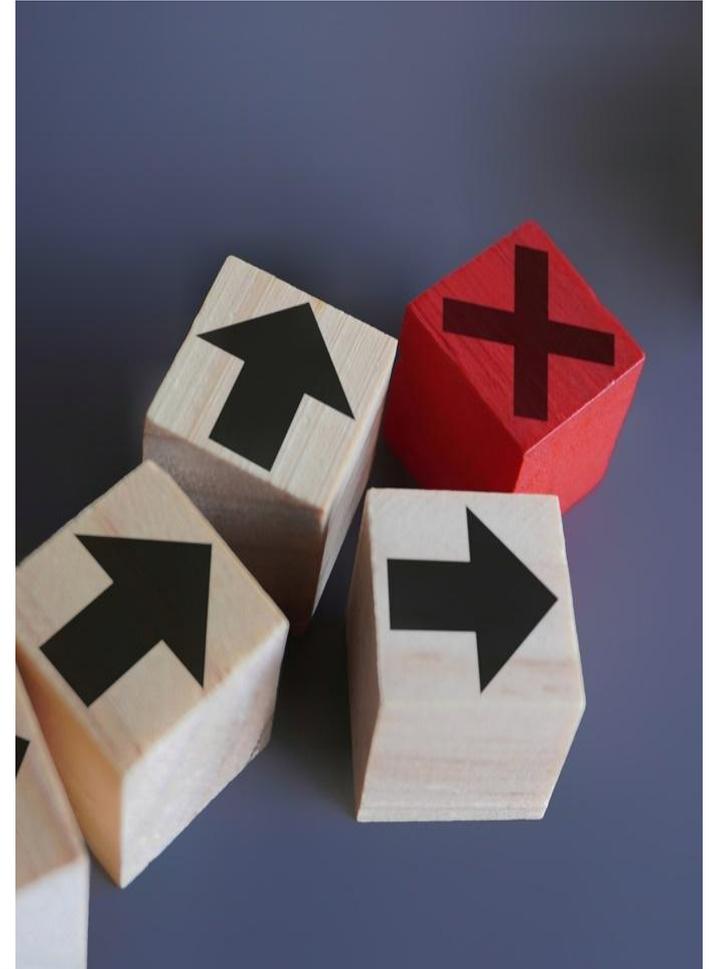


## 5. Be Your Best Advocate!

- Use facts (data) and be professional at all times.
- *Why* you need an increase (e.g., covering higher costs) is likely irrelevant to the interests of the organization. Again, focus on the organizational interests, e.g., retention of above average staff, maintaining exceptional performance, recruitment costs.

## 6. Be Prepared for 'No'

- When your proposed increase cannot be approved at this time, continue to arm decision makers with good data on compensation trends and performance metrics (build the case for the future).
- Seek to understand why your request was denied.
- Possibly recommend an action that will deliver a lasting improvement, e.g., the board of directors agreeing to undertake a market review of compensation practices, to avoid even higher costs (e.g., turnover, recruitment costs, etc.).
- Consider the alternatives to a salary increase and be prepared to present them.



# Employer Alternatives

**A tiered approach based on cost and effort**



# Tier 1 – Low Cost, Low Effort Strategies for Charities

- Flexible scheduling, hybrid work
- Public recognition, peer shoutouts
- Internal 'Lunch & Learn' sessions
- Wellness breaks (“mental-health days”) and/or or lieu time / recovery time
- Quarterly Q&A and transparent updates with the Chair and/or CEO-ED

## Tier 2 – Moderate Effort, Moderate Cost for Charities

- Annual learning stipend (\$300–\$500)
- Cross-department rotations, management mentors/coaches (other staff), or career check-ins
- Wellness or commuter allowance (\$25–\$50/month)
- Staff awards, appreciation events (build their résumé of recognition/awards)
- Employee committees on key topics of interest (e.g., for innovation or DEI) that will also hone skills in collaboration, teamwork, subject matter knowledge, etc.

## Tier 3 – Higher Effort, Strategic Investment by the Charity

- Leadership development & acting opportunities – formal action plan to support succession and development
- Paid/unpaid sabbaticals or mission leave
- Formal education support (e.g., graduate degree; professional certification)
- Internal innovation fund for staff ideas (strategic plan ‘Dragon’s Den’)
- Cross-sector or organizational exchanges, secondments, job-sharing (e.g., two charities share one IT staffer)



# Alternatives to Salary

- **A promotion** (even a title change)
- **Benefits** (increase to RRSP)
- **More vacation**

*What's working in  
your favour?*



# The Cost to Replace can be Greater than the Cost to Retain!

Hiring and training costs to replace a proven performer will be many thousands of dollars.



There are other factors to consider...hiring time, training time, execution time. There's incentive to hold on to proven performers!

# Greener Pastures?



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## ■ Reality:

- Not all NFPs are created equally; someone can always pay more.
- If there is no prospect to advance or learn more, and you are seeking growth, it may be time to move on.
- There is no cost to exploring the market.

## ■ Benefits to a change

- New challenge = new environment, new learning, new experiences, new results that are marketable.
- ↑ Compensation

# Thank You!

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